

Sample Strategic Plan The ABC Service Agency

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The ABC Service Agency Strategic Plan

Introduction

The Board of Directors and Staff of The ABC Service Agency developed this strategic plan with assistance from Managance Consulting. It provides The ABC Service Agency with a five-year roadmap for supports, services and organization development. The Board of Directors and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff. The Strategic Planning Committee included seven board members and four staff on the management team. This Committee including several past presidents of the board met twice to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session of the full board during which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan.

Managance Consulting facilitated the planning process using an adaptation of the principles of the *Drucker Foundation Self-Assessment Tool*. Managance Consulting conducted an environmental scan including an internal organization assessment and interviews with several community stakeholders and a review of demographic and market data. The environmental scan and organizational assessment helped The ABC Service Agency assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

Executive Summary

The ABC Service Agency mission is:

Achieving full community life for children and adults with disabilities – one person at a time.

Background and History

The ABC Service Agency began in 1961 as a volunteer parent support group. Today the organization provides supports and services annually to nearly 2,000 children and adults with disabilities and their families, and is one of the county's largest employers. Its assistance is designed to support individuals and their families from birth through the senior years.

The ABC Service Agency supports and services include job placement and support, residential services and support, respite care, or planned relief for the caregivers of children and adults with disabilities, social activities, and vocational training. The ABC Service Agency also offers information and referral services, and works to educate the community about including people with disabilities. It is widely recognized for its

advocacy work in the county and the state to improve public policy and keep disability issues in the hearts and minds of decision-makers, donors and volunteers.

Direction and Results

The strategic direction and goals included in this plan are The ABC Service Agency's response to its understanding of what its customers value most about the organization, and current opportunities and challenges for offering a high quality system of support in the community for people with disabilities.

The five-year period of this strategic plan will be a time of assessing and deepening The ABC Service Agency's approaches to its work. Concurrently, The ABC Service Agency will take more of a leadership role in working with a broader array of community resources, and it will explore actively engaging more volunteers.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, The ABC Service Agency will pursue the following strategic direction:

1. The ABC Service Agency will review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with children and adults with disabilities.
2. The ABC Service Agency will further assess consumer and community needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
3. The ABC Service Agency will take a leadership role in working with a range of providers (not just disability providers and maybe some outside of the county) to identify and meet the needs of children and adults with disabilities.
4. The ABC Service Agency will explore the feasibility of expanding the organization's visibility in the community and making greater use of volunteers.
5. The ABC Service Agency will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets.

Goals

The following goals for The ABC Service Agency over the next five years are the organization's response to the important issues identified in the environmental scan that was completed as part of the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

Service Delivery

The ABC Service Agency will provide model supports for people with disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- "work week" opportunities (e.g. employment and day supports)
- recreation and leisure activity
- residential support (e.g. community living and participation)
- family support and education

Human Resources

The ABC Service Agency will develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

Resource Development

The ABC Service Agency will be a highly visible, well-respected, nonprofit organization that attracts increased numbers of volunteers and higher levels of contributions to support operations and the endowment fund.

Successful implementation of this strategic plan will result in more quality supports and services delivered to consumers, more consumers welcomed in the community and actively involved in community life, and a broader array of resources in the community valuing and supporting children and adults with disabilities. The ultimate result The ABC Service Agency aspires to achieve is far beyond high quality supports and services for people with disabilities. It is about changing community conditions that make full community life possible for every person.

Organization of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for The ABC Service Agency. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. At the beginning of each section a box includes a definition of the component part. There are a few footnotes with additional helpful tips about how The ABC Service Agency can use the information in the plan. In the future The ABC Service Agency may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

Vision

The vision statement describes the organization in the somewhat distant future—20 to 30 years. Components of the vision statement may include: 1) How big is the reach or scope of the work? 2) What is the organization doing? What is its role? 3) What does the organization itself look like? 4) Who are biggest partners? 5) What are the major sources of funding? It may also include major external context or assumptions that will influence this vision. The idea is to push the thinking out far enough that it is not tightly constrained by the current environment and capacities.

20-Year Vision for The ABC Service Agency

Context

In the year 2025, greater acceptance and full inclusion by the community, improved services and support and more prevalent and helpful technology will add to the quality of life for children and adults with disabilities. At the same time, because of population growth, the aging of the population, and higher incidences of multiple diagnoses, the needs of people with disabilities and their families will remain extensive and varied. While significant strides will have been made in people's acceptance of people with disabilities, there will be an on-going push for community inclusion and participation. Finally, people with disabilities and their families will control more of the resources and decisions about who provides them with help and support. They will have many options from which to choose.

Role and Program Services

The ABC Service Agency is the leader in identifying needs and bringing together all kinds of resources and services for *all* children and adults with disabilities and their families in the county to support full long-term community inclusion and participation. Specifically The ABC Service Agency:

- Leads a collaboration of providers and community organizations and programs (including non-disability resources) in the county and from surrounding areas, as appropriate, in identifying needs and gaps in services;
- Directly provides cutting-edge, model services that meet identified gaps. The ABC Service Agency may not strive to provide comprehensive services itself—what direct services it does provide are of the highest quality.
- Collaborates with and makes referrals to other high-quality service providers; and
- Leads many advocacy efforts to ensure services are provided either by The ABC Service Agency or other providers.
- Facilitates financial planning to help create long-term financial security for the people with disabilities it supports.

The ABC Service Agency plays a leadership role in advocating at all levels of government, and with the private sector and the public at large for full inclusion and participation in the community. The ABC Service Agency encourages and supports individuals and families with disabilities in pursuing this advocacy agenda.

Funding Sources

While government contracts are still a significant source of funding, The ABC Service Agency has a robust and innovative fundraising program earning resources from private sources including individuals and businesses.

Mission

An organization's mission statement is an opportunity to convey in a concise and compelling way the difference the organization is aiming to make in the world. Stakeholders want to be part of making this happen and they want the organization to be remembered for this in the future.

The ABC Service Agency mission is:

Achieving full community life for children and adults with disabilities – one person at a time.

The ABC Service Agency introduces a new sharper mission statement in this strategic plan. This statement reflects two dimensions that define the purposes of the organization and its intended contributions to improving the lives of children and adults with disabilities who are served through its efforts. The two dimensions are:

Achieving means insuring that individuals with disabilities have the right combination of support and opportunity to experience their own individual potential.

Full community life means the opportunity for every individual with disabilities to actively participate with their family, friends, co-workers and other valued relationships in creating a life that is joyful and fulfilled.

The ABC Service Agency supports children from birth to adults through their senior years.

Core Operating Values

Core Operating Values are the fundamental values or ideals at the heart of the organization. They articulate ideals that the organization aspires to hold itself accountable for and offer guidance about how the organization behaves in carrying out its mission.

The following core operating values influence the culture and public image of The ABC Service Agency as an effective community-based organization serving a wide variety of individuals and families.

Caring Attitude – The ABC Service Agency¹ demonstrates compassionate support and concern for people with disabilities and their families. As a part of this caring attitude, we educate and inform consumers and their families.

¹ Meaning the entirety of its board, staff and volunteers

Responsiveness – The ABC Service Agency finds solutions that meet the needs and preferences of people with disabilities and their families through direct service or referrals to other providers.

Respectfulness – The ABC Service Agency honors the choices of people with disabilities, encouraging each person to take control over his/her own life, and helps to shape these based on what is important to each consumer. We respect the role that families have in helping to shape these choices as well.

Individualized Support – The ABC Service Agency knows that people's needs vary significantly and can change over time; we seek to understand the individual consumer and co-create the right supports for each person's development.

Diversity – The ABC Service Agency understands that people with disabilities are part of all races, ethnicities and religions; we seek to assist as many people as our financial resources support.

Integrity and Accountability – The ABC Service Agency has the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

State of the Art Practices – The ABC Service Agency aims for excellent, high quality, state-of-the-art approaches that people with disabilities and their families can always count on to be there.

Partnerships – The ABC Service Agency works with a wide variety of partners and advocates for quality service by all partners.

Advocacy – The ABC Service Agency educates the public and advocates for the long-term best interests of people with disabilities and their families.

Financial Sustainability – The ABC Service Agency believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Underlying Service Assumptions

This is a set of beliefs about the world that frame an organization's work. Underlying assumptions inform the approach to the work or why an organization chooses to tackle problems or issues in a certain way. They make it clear why an organization's Board of Directors and staff believe that the actions they will take will have the desired results.

All of The ABC Service Agency's services and the way it goes about its work are based on fundamental beliefs best way to support people with disabilities. The ABC Service Agency believes:

- All people have equal rights.
- All people have strengths and assets.

- It is possible to make a positive difference in the lives of children and adults with disabilities.
- People thrive when they make their own choices and people with disabilities are capable of and have the right to make their own decisions; this is especially true for adults, who are better prepared to make decisions in their own best interest. We listen when people with disabilities speak for themselves, and offer assistance to help consumers make realistic choices.
- People with disabilities deserve the same opportunity to participate in their community as other people including equal access to transportation, education, jobs, medical care, recreation and housing.
- Engaging and participating in community life has a positive impact on people with disabilities. In addition, by participating in their communities people with disabilities enrich their lives and make positive contributions.
- People with disabilities are valuable members of their communities.
- People's health and safety are essential to effectively participate in their communities.
- Well-trained and motivated staff makes a difference in the lives of people with disabilities.
- Supporting consumers and their families in their own advocacy efforts will yield long-term improvements in their quality of life.
- Supports and services are designed first and foremost for people disabilities (e.g. children, youth and adults). The ABC Service Agency recognizes the importance of the family's role in the development of and support of people with disabilities throughout their lives.

Customers

*The **primary customer** of an organization is the person or thing whose life the organization most wants to impact/change on a regular, ongoing basis. The primary customer is not necessarily someone you can reach or someone you can sit down with and talk to directly. Identifying the primary customer puts priorities in order and gives you a reference point for critical decisions. The primary customers of an organization can change over time.*

*The **supporting customers** of the organization are all the people who must be satisfied in order for the organization to succeed. There can be many supporting customers. They are engaged with the organization to "support" the accomplishment of the mission.*

The ABC Service Agency exists to support people with disabilities to have full community participation. These individuals are the organization's "primary customer".

Summary Of Most Important Points in the Environment

An **environmental scan**, called the e-scan for short, is a process for discovering and documenting facts and trends in the operating environment of an organization that are likely to affect the organization in its future work. E-scan findings are used to orient strategic planning participants on the context in which the organization's mission is carried out. The e-scan can also include a summary of internal information about the organization and its history including who has been served, results it has achieved, its current structure, and financial data. It is often put in the framework of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. **Strengths** are internal characteristics, qualities, and capacities that are doing well and are part of the reason the organization's accomplishments. **Weaknesses** are internal qualities that need to be improved. **Opportunities** refer to external activities or trends that the organization may benefit from, connect with or take advantage of to grow or enhance its performance. **Threats** are external activities or trends that threaten the current and future success of the organization.

The following is a brief summary of opportunities, threats, strengths and weaknesses highlighted by the board and staff of The ABC Service Agency. They represent a small portion of the complete environmental scan attached to this strategic plan.

Strengths

The ABC Service Agency's key strengths include the organization's demonstrated ability to provide high quality, necessary services, which help people with disabilities live a fuller life in the community. Staff is committed, and the services and programs offered are monitored for quality. When there is a challenge, the organization meets it through innovation. The ABC Service Agency has an excellent reputation and is looked to by other service providers as a leader.

Weaknesses

Some believe that The ABC Service Agency's significant growth has led to challenges to human resources, difficulty with supervision, lack of structure for coordination among departments, and inconsistent administrative and clerical support. There is a perceived need for improved management practices, use of technology, and increased use of volunteers. Issues with the employment program were mentioned, including tracking, matching people to jobs, training, and finding more opportunities. There was a call for additional social and recreational services and for greater visibility in the community.

Opportunities

The opportunities considered most important included:

- *Increasing community acceptance and opportunity for further inclusion through employment.* There appears to be increased emphasis on inclusion at schools and increased openness by employers to hire people with disabilities. These changes make The ABC Service Agency's philosophy more prevalent and may increase demand for its services and opportunities for employment and inclusion.

Implications: Greater inclusion raises the community's consciousness to see our consumers as untapped resources. This can change the outlook at schools, career, and technical programs and lead to independence and economic stability for consumers. The ABC Service Agency could do more selling to potential employers

and be responsive to those who are interested. Expanded training for both consumers and prospective employers and other community resources, and transportation are vital to be successful.

- *Increased visibility, which could lead to greater access to volunteers and other resources.* The county has a range of resources including potential volunteers, community colleges for courses, and universities with students interested in working with people with disabilities—all of which could be better tapped.

Implications: The ABC Service Agency could develop a program to support volunteers through screening, training and ongoing supervision. The program should also celebrate and recognize volunteer efforts. Having more volunteers can help increase fundraising. At the same time, others may look more closely at the quality of services provided by volunteers.

- *New social & recreational activities.* There is an ongoing need for social and recreational opportunities for people with disabilities, including opportunities after the workday in the 3:00 to 6:00pm timeframe.

Implications: Increasing social and recreational activities may draw in more consumers and increase their quality of life and community contact. To be successful here, The ABC Service Agency could develop a greater partnership with The county Department of Parks and Recreation and the general community. Having transportation available will be vital for success. These activities are one way to utilize volunteers. At present there is no funding for expanding these services, so this will need to be addressed.

- *Increased occurrence of children diagnosed with autism.* The increasing number of children with autism may be a new consumer population for The ABC Service Agency.

Implications: The ABC Service Agency would require different skill sets, information, and facilities to serve this population. There is a different approach and need for different types of communication with families of children with autism, so there would be a learning curve for building trust. The relationship with the Autism Society would need to be considered. There is also a question about who will pay for these new services.

- *Government Agency Waiver.* Government will now provide the person with disabilities with a check to buy services.

Implications: This change will provide a greater opportunity to supplement services with private pay. The ABC Service Agency will need to be more visible, marketing and promoting the organization's "brand"—its high quality services. This will accelerate the development of "niches" of different service providers. Numerous concerns were raised about the change, including:

- There may be pressure to provide services that are not well funded.
- There will be an increased need to seek other funding streams.
- There will be "hidden costs" and indirect expenses.

- It may be necessary to reduce services to be sustainable
 - Audit requirements may change bringing more regulations.
 - There may be a need for advocacy around quality of services purchased.
 - This may change who is the circle of decision makers, and change the meaning of “informed choice.”
 - Some people will go outside of the county for other services
- Other opportunities mentioned included: Expanding family support especially, respite and outreach in various languages, and providing a broader array of services for youth transitioning to adulthood.

Threats

The threats considered most important included:

- *Dependence on government funding.* Funding, particularly the residential funding stream, doesn’t keep up with needs.

Implications: The ABC Service Agency needs to assess the real demand for its services, increase private pay options, and be prepared to explore other opportunities for generating revenue. The question of what happens when private money is gone needs to be addressed.

- *Staffing challenges and the cost of providing good care.* It is hard to maintain a competent staffing pool, including staff that can speak multiple languages.

Implications: Although increased efficiency and technology may help, high turnover, especially among direct support staff, leads to increased administrative costs. To respond, The ABC Service Agency needs to increase fund raising, empower employees and increase their opportunity for growth, and develop a pay structure for different services.

- Other threats mentioned included:
 - The aging population, which means aging caregivers and aging people with disabilities. The improvements in medicine mean people are living longer.
 - There are a lot of nonprofits in the county, and volunteers and donors may not be engaged forever with a single service provider.
 - Employment for persons with disabilities, especially in bad economic times, gets very difficult.
 - Rising housing prices make affordable housing increasingly difficult to find and maintain.
 - Families pushing for community inclusion and families concerned about protecting their children in the long run may make competing demands.

Strategic Direction

The strategic direction is a succinct statement about the strategy or approach an organization will take toward its work over a specific period of time. The statement is based on a combination of both the current environment (the opportunities and threats

facing the organization) and the mission and competencies of the organization. It is often a direct response to the strategic questions asked by an organization.

Based on the Board of Directors' understanding of The ABC Service Agency's mission, primary customer, core values, and the opportunities and threats in the current environment, the next three to five years will be a time of assessing and deepening its approaches to its work. Concurrently, The ABC Service Agency will take more of a leadership role in working with a broader array of community resources, and it will explore the feasibility of actively engaging volunteers.

- The ABC Service Agency will review and deepen its existing direct supports and services over time to ensure that they are state-of-the-art for working effectively with children and adults with disabilities. The model emphasizes consumer decision-making and community participation and integration. The ABC Service Agency is committed to ensuring that all of its programs are exemplary.
- The ABC Service Agency will further assess consumer and community needs to identify gaps or opportunities for shifts in service delivery. This assessment will serve as the basis for expanding or adding new services. The emphasis on further deepening programs would be the priority in the early years, and so growth in numbers of people served would not be a priority, if at all, until the later years of the plan.
- The ABC Service Agency will take a leadership role in working with a range of providers (not just disability providers and maybe some outside of the county) to identify and meet the needs of people with disabilities. The ABC Service Agency will serve as a service "broker" when necessary. The focus will be to ensure quality across services and eliminate duplication.
- The ABC Service Agency will explore the feasibility of expanding the organization's visibility in the community and making greater use of volunteers. The organization will explore developing and supporting a network of volunteers, being more active and visible in a wide range of community initiatives, highlighting the positive role that people with disabilities are playing in the community, and creating strong supporters for community participation throughout the broader community.
- The ABC Service Agency will emphasize building its discretionary financial resources to invest in providing quality services. This includes building the endowment and establishing a maintenance fund to take care of our property assets.

Goals Areas

Goals and objectives set out the broad results that the organization hopes to achieve within a specific time period (goals) and statements of shorter term results and collections of activities (objectives) which if achieved will constitute an achievement of the goals.

In order to pursue the strategic direction described above, The ABC Service Agency will fulfill the following goals and objectives.

Service Delivery

The ABC Service Agency will provide model supports for people with disabilities and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

- “work week” opportunities (e.g. employment and day supports)
- recreation and leisure activity
- residential support (e.g. community living and participation)
- family support and education

Objectives:

A. Employment Support

1. More people with disabilities find and keep jobs in the community that pay a living wage and are satisfying.
2. The number of referrals for jobs and the amount of available training support increases.
3. There is an increase in the number of businesses in the county that employ people with disabilities.
4. Local public policy continues to create favorable conditions for supported employment.

B. Meaningful Life and Residential Support

In this area, The ABC Service Agency supports consumers in four categories: day support, residential support, individual support and services, and supported retirement assistance. The following objectives apply to all four categories.

1. Increase in the number of consumers in all programs over 5 years with disabilities who are using community resources in the county.
 - a. # Day Support
 - b. # Residential Support
 - c. # Individual and Support Services
 - d. # Supported Retirement Assistance
2. Consumers have greater choices and opportunities in social, recreational and civic activities in the community.
3. Consumers are more socially interactive and are better integrated into the community.
4. All The ABC Service Agency supports and services employ a creative instructional approach in designing the experience and activities of each consumer.

C. Family Support and Education

1. More families with young children use The ABC Service Agency as their “go to” resource for early information and guidance.
2. Consumers and their families have a structured approach for planning for all phases of life cycle transitions (e.g. children to youth, youth to young adulthood, adulthood to senior years, end of life).

D. Service Delivery Capacity Building

1. The internal operating structure is reorganized to increase available time to support consumers and their families and maximize efficiencies in using the organization’s resources.
2. Consumer and community needs are reviewed every 12 months to identify gaps or opportunities for shifts in service delivery.
3. National trends and model practice information is reviewed every 12 months to identify gaps or opportunities for shifts in service delivery.

Human Resources

The ABC Service Agency will develop a stable, highly qualified and motivated workforce that actively delivers the organization’s mission.

Objectives:

1. The ABC Service Agency improves its capacity to attract and retain qualified direct care staff.
2. All staff thoroughly understands the meaning of the mission and how their job contributes to achieving it.
3. A professional development program is implemented to strengthen and expand the supervisory and management capacity and opportunities among mid-level managers.
4. A professional development program is implemented to strengthen and expand the capacity of direct support staff to be community liaisons and successfully integrate the consumers they support into the community.

Resource Development

The ABC Service Agency will be a highly visible, well-respected nonprofit organization that attracts increased numbers of volunteers and higher levels of contributions to support operations and the endowment fund.

Objectives:

A. Visibility

1. Update the communication plan to align with the strategic plan.
2. Use strategic communication to facilitate volunteer recruitment.

B. Volunteers

1. Increase by 50% volunteers who are involved in all activities of The ABC Service Agency.
2. Establish a volunteer development program, including selection, training, leadership development and recognition.
3. There is an increase in the number of family members and other volunteers who are actively involved in advocacy on behalf of people with disabilities.

C. Fundraising

1. The Endowment Fund reaches \$1 million in assets.
2. There is an increase by 25% in the amount of contributions that support the operating budget.
3. A maintenance fund is established and dollars are raised annually to sustain it. (Amount to be determined with additional research.)

Strategic Action Plan Focus by Year

The following is a summary of the anticipated major focus of activities by goal (in addition to on-going operations) for The ABC Service Agency Board of Directors and Staff in each year of the strategic plan.

Year	Summary of Activity
1	<u>Service Delivery</u> <ul style="list-style-type: none"> • Shift from strategic planning to plan implementation • Administrative department and staff reorganization; new Administration, Finance and Facilities Department <u>Resource Development</u> <ul style="list-style-type: none"> • New Development Specialist position • Update the communication plan to align with the strategic plan
2	<u>Service Delivery</u> <ul style="list-style-type: none"> • Fully develop capacity of the new administrative support team and strengthen program delivery with new practices using existing resources • Program Directors working to strengthen program integration • Employment support triage to strengthen training and placement • Partnership with business in The county • Increase advocacy efforts with HCPSS and DORS • Work on communication skills to support people with disabilities accessing and using community resources • Develop agency-wide interest inventory • Pilot “typical after work” activities • Reorganize family support for increased capacity for meeting needs of families with young children. • Management Team focus on “best practices” <u>Human Resources</u> <ul style="list-style-type: none"> • Update training curriculum for direct support staff

Year	Summary of Activity
	<ul style="list-style-type: none"> • Creation of professional development program for direct support staff <u>Resource Development</u> <ul style="list-style-type: none"> • Plan for expanded use of volunteers • Establishment of Volunteer Leadership Development program • Build capacity of resource development efforts including technology and tracking giving trends • Information/funding raising breakfast events • Begin seeking support for endowment fund • Develop maintenance fund and secure initial funding
3	<u>Service Delivery</u> <ul style="list-style-type: none"> • Continue work to strengthen service delivery • Formalize system of professional development for direct support staff • Implement processes for assessing satisfaction with employee supports and tracking participation with community resources and expanded family support and education support • Expand internship initiative with businesses • Community Access Specialist position • “Meet the ABC Agency” events for families & children • Strengthen supports and approaches for managing life cycle transitions <u>Human Resources</u> <ul style="list-style-type: none"> • Implement new staff committee structure <u>Resource Development</u> <ul style="list-style-type: none"> • Begin to implement volunteer services plan, including hiring a Volunteer Coordinator • Implement a Fall fundraising event
4	<u>All Goals</u> <ul style="list-style-type: none"> • Develop expanded action plan <u>Service Delivery</u> <ul style="list-style-type: none"> • Continue developing and stabilizing all new activities and initiatives • Expand marketing for employment services to expand the number of people who are supported • Dedicate portion of rolling access funds to support access to community resources • Community Access Specialist focuses on relationship skill building for people with disabilities to further support community integration <u>Human Resources</u> <ul style="list-style-type: none"> • Continue focus on staff development including developing a supervisory and management curriculum for mid-level staff <u>Resource Development</u> <ul style="list-style-type: none"> • Continue to grow volunteer program • Continue strengthening resource development efforts
5	<u>All Goals</u> <ul style="list-style-type: none"> • Continue developing and stabilizing all new activities and initiatives; begin increasing numbers of consumers supported across program areas • Take broad look at lessons learned in terms of successes and obstacles in implementing all new activities and initiatives • Plan for new strategic plan